

Issue 26th, Edition **15th April 2017**

Exclusive Article on
**Developing your carrier
in 2017**

Page 33 - 35



IFEC™

6th ISLAMIC FINANCE
EXPO & CONFERENCE

May 4th 2017 Marriott Hotel Karachi.

EBU
ETHICAL

BUSINESS UPDATE
The Magazine of
Corporate Responsibility

Event Report on
Page 33-35

Team

Managing Editor

Mehmood Tareen

Corporate Communication Executive

Somia Zaib

Editorial Board

Mr. Salahuddin Haider

Mr. Manzar Naqvi

Dr. Zubair Anwer Bawani

Mr. Akhtar Shaheen

Patron

Mr. Ateeq Ur Rehman

Creative Head

Mr. Ali Jan

Photographer

Usama Tareen

Contact

Suite No. 507, 5th Floor,

West Land Trade Centre C-5, C.C. Area,

Block 7/8, K.C.H.S. Shaheed-e-Millat

Road, Karachi.

+92213 416 7771 - 2

info@ethicalbusinessupdate.com

editor@ethicalbusinessupdate.com

ethicalbusinessupdate@gmail.com

EBU

ETHICAL

BUSINESS UPDATE

is an online magazine with a strong heritage in the fields of ethics, governance, corporate responsibility and socially responsible investing.

Now available only on the web, but soon will be published and will be available for monthly subscription.

The mission of Ethical Business Update? Now, as then - is "to promote ethical business practices, to serve that growing community of professionals and individuals striving to work and invest in responsible ways."

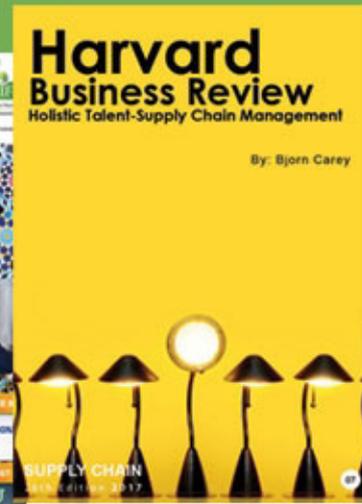
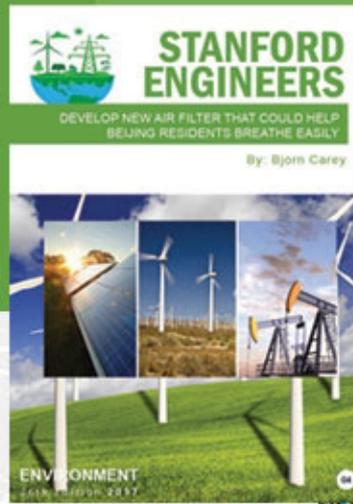
We believe this is not only how to guarantee a future for all, but makes good business sense.

A lot has changed in the more than two decades, ethics and governance have emerged as front-page news and lead agenda items in corporate board rooms and the halls of Congress.

Good corporate citizenship is now studied, advocated and sometimes practiced. Sustainability has become a goal for well-meaning small businesses as well as many of the Fortune 500.

Whether that represents real progress is open to debate. The continuing fallout from the recent economic and financial crises is a constant reminder that many systems are not working. There's plenty to discuss. Ethical Business Update aims to serve as a guide.

Contents:



04 *Stanford engineers develop new air filter that could help Beijing residents breathe easily*

07 *Harvard Business Review- Holistic Talent-Supply Chain Management*

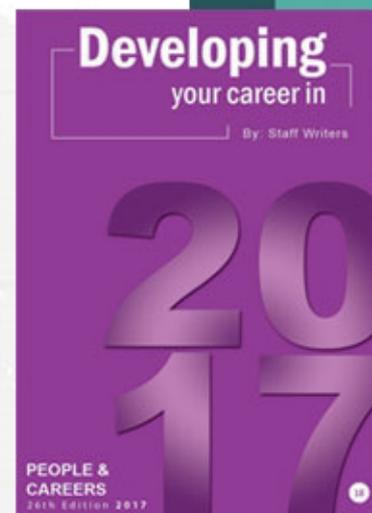
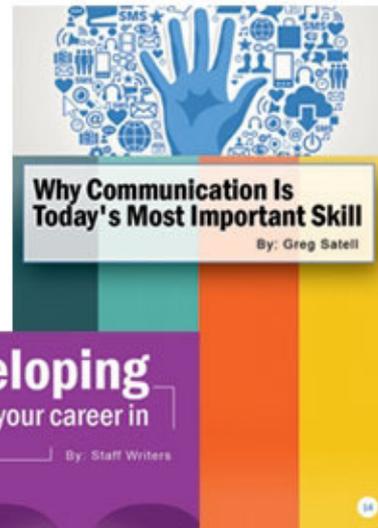
10 *Your Strategy Should Be As Unique As Your Business*

14 *Why Communication Is Today's Most Important Skill*

18 *Developing your career in 2017*

21 *The value of stakeholder engagement*

29 *Spotlighting Your Social Responsibility*





STANFORD ENGINEERS

DEVELOP NEW AIR FILTER THAT COULD HELP
BEIJING RESIDENTS BREATHE EASILY

By: Bjorn Carey





Stanford engineers

develop new air filter that could help Beijing residents breathe easily

Stanford's Yi Cui and his students have turned a material commonly used in surgical gloves into a low-cost, highly efficient air filter. It could be used to improve facemasks and window screens, and maybe even scrub the exhaust from power plants.

By: Bjorn Carey

Stanford Associate Professor Yi Cui and his students took a novel approach to dealing with air pollution.

In the past few years, Yi Cui has made several business trips to China. Each time he has found himself choked by smog produced by automobiles and coal power plants.

After a few of these trips, Cui, an associate professor of materials science and engineering at Stanford, came up with an idea to clean the pollution. He and his graduate students set to work designing an inexpensive, efficient air filter that could ease the breathing for people in polluted cities.

"My lab group really likes to solve problems, even if it's something we've never worked on," Cui said. "We think we could use this material for personal masks, window shades and maybe automobiles and industrial waste. It works really well, and it might be a game-changer."

The work is published in the current issue of the journal *Nature Communications*.

This was the first time Cui's group had designed an air filter – Cui's work with nanomaterials focuses primarily on battery technology – so he and his students didn't immediately look to materials that have traditionally been used in air filters.

Instead, they looked for polymers that would have a strong attraction to the main components of smog, particularly particle matters that are smaller than 2.5 microns, known as PM2.5. These pose the greatest risk to the human respiratory system and overall health; current filtration systems that can remove them from the air are very energy-intensive.

It turned out that polyacrylonitrile (PAN), a material commonly used to make surgical gloves, met these requirements.

"It was mostly by luck, but we found that PAN had the characteristics we were looking for, and it is breathtakingly strong," said Po-Chun Hsu, co-author on the study and a graduate student in Cui's lab.



Using a technique called electrospinning, the researchers converted liquid PAN into spider-web-like fibers that are just a thousandth the diameter of a human hair. In the study, the researchers approximated Beijing's smog by flowing smoke from burning incense over different densities of the fiber, and later performed a field test in Beijing. The final material allows about 70 percent transparency and yet collects 99 percent of the particles.

"The fiber just keeps accumulating particles, and can collect 10 times its own weight," said Chong Liu, lead author on the paper and a graduate student in Cui's lab. "The lifespan of its effectiveness depends on application, but in its current form, our tests suggest it collects particles for probably a week."

The first two immediate applications, Cui said, would probably be simple passive systems, such as personal masks and window screens, or possibly hospital air filtration systems.

"The transparency and distance between the fibers means that light and air can pass through very efficiently, which makes it a very good application for windows," Cui said. "It might be the first time in years that people in Beijing can open their window and let in a fresh breeze."

The material might also have a place filtering exhaust from cars, or from the smoke stacks of power plants and industrial complexes. These applications, Cui said, would require additional testing of the material to ensure that it is robust enough to withstand other acidic or toxic compounds in these types of exhaust.



Harvard Business Review

Holistic Talent-Supply Chain Management

By: Bjorn Carey



SUPPLY CHAIN

26th Edition 2017

07



Harvard Business Review- Holistic Talent-Supply Chain Management

By: Lindsay Schilleman

Every company faces challenges, especially as a firm aims to manage a global footprint. In a recent survey of more than 300 global executives from companies of every size, the Harvard Business Review (HBR) provides insight on the struggle many firms face in recruiting and retaining supply chain talent. The results of the HBR survey suggests that companies may be focusing on filling short term talent gaps with external employees, but may be missing out on long-term opportunities by narrowing their focus. In fact, roughly 30% of the organizations polled say they struggle to find the talent they need while 60% anticipate the same challenge within the next three years.

Recruiting external talent is a common practice and firms that rely on this on a seasonal basis enjoy reduced costs and increased efficiency. However, this external talent not only allows the company to meet demand and efficiency needs, but 50% of those surveyed also claim it brings in outside expertise that its current staff lacks.

Attracting talent may not be the hardest part, though. After, contractors employed on site at a firm face challenges with integration. Only 33% of those surveyed allow their external workforce to participate in learning and development programs. Similarly, only 25% give external employees reviews. Of those surveyed, 20% do not even include the workforce in team and departmental meetings. When asked why this is the case, some respondents said that resource limits and legal concerns were at play. However, half of respondents said it had to do with company culture.

The company culture at many firms seems to be very static and regulated. However, HBR suggests that a more dynamic and autonomous culture will result in higher levels of engagement among the external workforce. The explanation is simple: the workers will feel more appreciated, accepted, and integrated. HBR used a simple example of a permanent employee versus a contractor. A contractor is much less likely to feel an emotional connection, or any connection, to a particular company.

Thus, she is more likely to put in the minimum effort required to finish the job, and move on. On the other hand, an employee who feels like she belongs and is accepted at the company, has more of an emotional attachment and will want to perform in the company's best interest. If the company is investing in their leadership and development, the employee is further rewarded.



Shari'ah Compliance with Confidence and Convenience

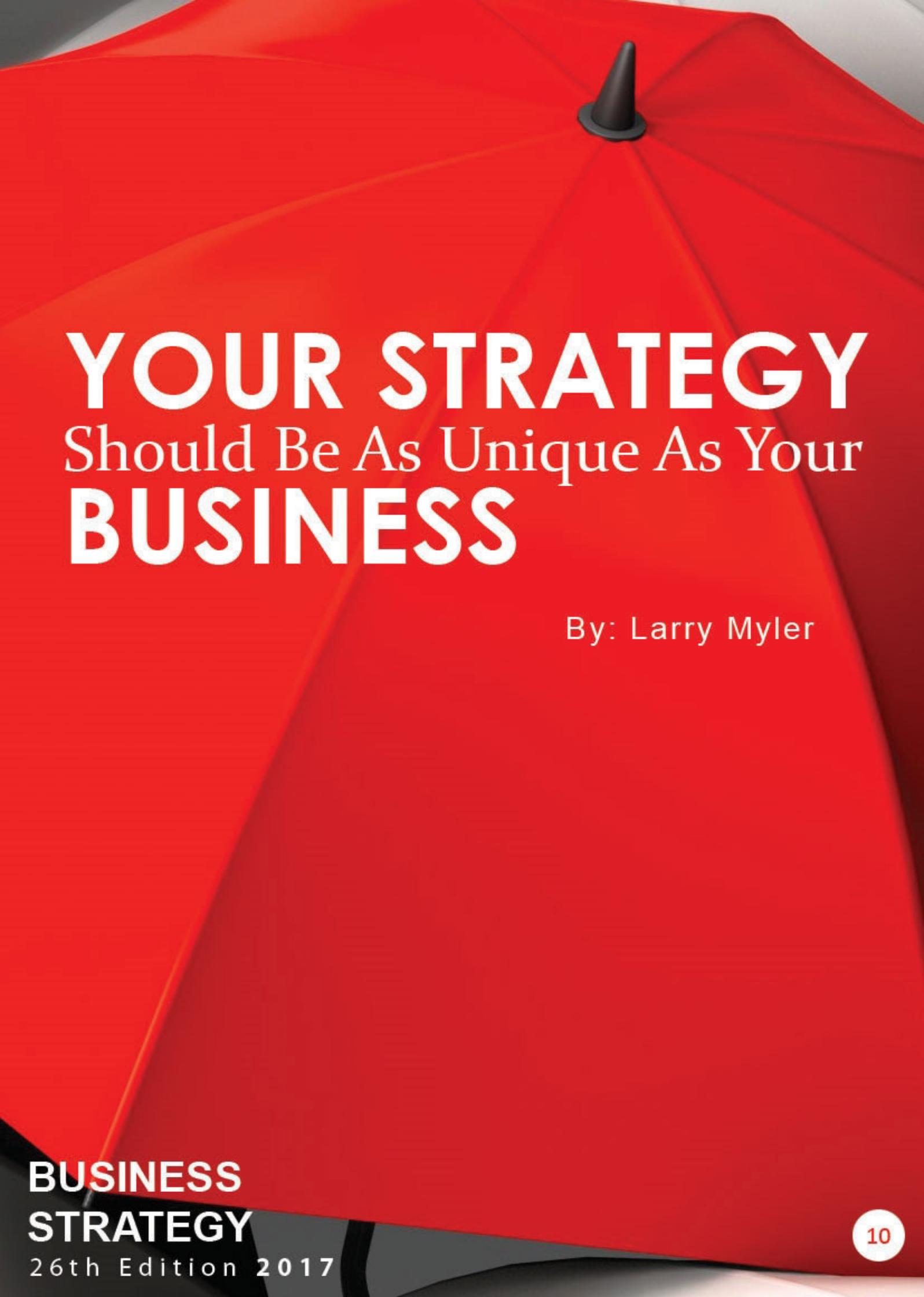
A frequent-transaction account which ensures that your funds are secure and available whenever required, providing you complete peace of mind.



The remaining question is, who is responsible for attracting this external workforce? And who is responsible for assimilating the workforce into the company culture and ensuring a company connection? Respondents of the survey had opposing opinions. Of those surveyed, 45% give HR the responsibility of overseeing external workers' engagement process. Another 39% believe the responsibility lies with the individual business unit, while only 12% say it belongs to procurement. The question is, which strategy works best? While a different strategy may work better for some than others, HBR suggests that HR and procurement should work together to source and manage talent as opposed to just procurement or just HR. This creates a well-balanced workforce that meets more of the business' needs and goals.

In all, HBR found that best practices surrounding talent management include hiring external help, fully integrating that help into the company culture, and engaging employees cross-functionally at the HR, procurement, and business unit levels. The result is more likely to be a happy and engaged workforce, which might even help shift the focus from short-term to long-term, which is especially important in this environment where good talent is hard to find and retain.





YOUR STRATEGY Should Be As Unique As Your **BUSINESS**

By: Larry Myler

BUSINESS
STRATEGY

26th Edition 2017



Your Strategy Should Be As Unique As Your Business

By: Larry Myler

The marketplace can be a difficult ecosystem in which to thrive. Fortunately, your business has its strengths that differentiate it from the competition. What are those unique strengths, and how does your strategy capitalize on them?

You can look at any company's uniqueness and gain a basic understanding about its viable strategic options. Building your strategy on the foundation of your uniqueness emphasizes your competitive advantage and makes it harder for the competition to catch up with you. This article highlights four of companies I have come across that have successfully injected what makes them different into their strategies. Which of them offers insights into a strategic direction that you could take advantage of for your company?

1. Simplicity as a strategy.

So what if your product is not some hi-tech, cloud-based, umpteen-gigabyte, SaaS app. Go with what you have and keep it simple. Modern technology and all the blinking, ringing gadgets it offers might blind you to the reality that innovation can at times be simple and unplugged. At Pocket Poppet, co-founders Helen Tyler and Karen Hill-Krolow are successfully selling a stylish ladies' cardigan sweater that conveniently folds into a purse-sized bundle. My wife has two of them and finds them to be both clever and convenient, especially when we travel.

Tyler and Hill-Krolow started their company in July 2012 and have sold more than 5,000 units since. "Women often find themselves in places where the temperature is set too low for their comfort. Whether in a museum on vacation or in a cubicle at work, it's a consistent issue," says Tyler. "We call it 'packable travel clothing,'" adds Hill-Krolow. "We're glad to offer something that can make women's lives both easier and more enjoyable. And we're very proud that it's made in the USA!"

2. Niche marketing.

Identify an under-served segment of your market and you can go after it aggressively, rather than waiting for customers to come to you. For example, most owners of apartment buildings run ads when they have units for rent and then rent to just about any qualified applicant. It's a passive form of marketing and it's worked really well for a very long time. But Ultris is not the typical landlord. Ultris actively seeks out tenants from a pool of identified consumers, namely military, former military, and supporting civilian workers who require extended residential accommodations because of work re-locations.



They offer a very diverse range of housing options from a hotel-like experience to completely unfurnished apartments. Says Matt Steele, Vice President of Operations, “We offer a full range of service options depending on the needs of the tenant.” They currently have 2,800 units located in 7 states and aim to grow to 10,000 units in the next few years. Adds Steele, “The military and the people who work closely with it are always on the move. We’re striving to provide them with great housing options so they can focus on their important work.”

3. Customized Outcomes.

There really is no “one size fits all” in business. While there are uniform processes used by many companies, the uniqueness of each company manifests in the outcomes. This is evident in superior software development. Orbit Media, a web design and development company in Chicago focuses on content strategy and content management for its clients. “The process of web design is much the same for each client, but the outcome is always completely different,” says CEO Andy Crestodina. If every company is unique, as the premise of this article suggests, then one brilliant strategy is to always try to make your customers’ uniqueness shine through.

“By customizing the outcomes to highlight the distinct advantages our clients possess, we help them maximize the ROI (return on investment) of the development cost,” according to Crestodina. Crestodina has also written a great book on the subject titled *Content Chemistry*, which I have read and can highly recommend.





4. Automated Customer Experience.

Monscierge has an app that helps guests not only connect with the hotel they're staying at, but also take full advantage of the local offerings. Like a "concierge," Monscierge helps you get more out of your travel experience, but is as easy as swiping and tapping your smart screen. Monscierge provides kiosks in hotel lobbies as well as an app to download and use before and during your stay.

"About three quarters of hotel guests want local information. This puts it at their fingertips," says Monscierge CEO and Founder Marcus Robinson. But that, according to Robinson, is not the biggest benefit. "The app facilitates two-way communication between the guest and the hotel.

That's what our clients and their guests appreciate most." Monscierge has another benefit for the 1,500 hotels already using it. At a time when the hotel industry is being disrupted by Airbnb and similar enterprises, Monscierge is helping its clients disrupt right back.

"Monscierge gives guests greater control over their travel experience than ever before. The benefits cannot be matched by anything offered in a coop-style rental service."

Businesses are as individualized as the entrepreneurs who run them. Honing your business strategy to play to your unique strengths will let you shine in a busy marketplace. Is your strategy making the most of your unique strengths?





Why Communication Is Today's Most Important Skill

By: Greg Satell

When I was in high school, a man came to speak about Winston Churchill. Mostly, it was the usual mix of historical events and anecdotes, which in Churchill's case was a potent mixture of the poignant, the irreverent and the hilarious. But what I remember best was how the talk ended.

The speaker concluded by saying that if we were to remember one thing about Churchill it should be that what made him so effective was his power to communicate. I didn't understand that at the time. Growing up I had always heard about the importance of hard work, honesty and other things, but never communication.

Yet now, thirty years later, I've begun to understand what he meant. As Walter Isaacson argues in his book *The Innovators*, even in technology—maybe especially in technology—the ability to collaborate effectively is decisive. In order to innovate, it's not enough to just come up with big ideas, you also need to work hard to communicate them clearly.

The Father Of The Electronic Age

Today, we take electricity for granted. We switch on lights, watch TV and enjoy connected devices without a second thought. It's hard to imagine an earlier age in which we had to use smoky, smelly candles in order to see at night and didn't have the benefit and convenience of basic household appliances.

Michael Faraday, probably more than anyone else, transformed electricity from an interesting curiosity into the workhorse of the modern age. Not only did he uncover many of its basic principles, such as its relationship to magnetism, but also invented crucial technologies, like the dynamo that generates electricity and the motor which turns it into meaningful work.

Yet Faraday was more than just a talented scientist. He was also a very effective communicator. As Nancy Forbes and Basil Mahon write in their book, *Faraday, Maxwell and the Electromagnetic Field*, "His scientific genius lay not simply in producing experimental results that had eluded everyone else but in explaining them too."

This wasn't a natural talent, he worked hard at it, taking copious notes on his own lectures and those of others. The effort paid off. His regular lectures at the Royal Institution made him, and the Institution itself, a fixture in the scientific world. The special Christmas lectures for children, which he instituted, continue to this day and draw a large television audience.





The Magician Who Shared His Tricks

A more recent genius was Richard Feynman. He won the Nobel Prize for Physics in 1965, but also made important discoveries in biology and was an early pioneer of parallel and quantum computing. His talent, in fact, was so prodigious that even other elite scientists considered him to be a magician.

Yet like Faraday, Feynman was not content to hide his tricks behind smoke and mirrors. He insisted on teaching an introductory class for undergraduates—exceedingly rare for top calibre academics—that was standing room only. With his Brooklyn accent, wry sense of humor and talent for explaining things in practical, everyday terms, he was a student favorite.

Perhaps the best example of how Feynman combined brilliance with exceptional communication skills was a talk he gave a few days after Christmas in 1959. Starting from a basic question about what it would take to shrink the Encyclopedia Britannica to fit on the head of a pin, he moved step by step until, in less than an hour, he had invented the field of nanotechnology.

Schopenhauer once said that, “talent hits a target no one else can hit; Genius hits a target no one else can see.” What made Feynman so special was that he wanted us to see it too.

We often treat communication as if it were a discrete act, a matter of performance or lack thereof. Yet meaning cannot be separated from context. A crucial, but often overlooked, function of leadership is creating a culture in which effective communication can flourish.

Consider the case of Google, which I described in Harvard Business Review. In early 2002, Larry Page walked into the the kitchen and posted a few pages of search results and wrote in big, bold letters, “THESE ADS SUCK.” In many organizations, this act would be considered a harsh taking down of an incompetent product manager.

But not at Google. It was seen as a call to action and within 72 hours a team of search engineers posted a solution. As it turned out, it was they, not the ads team, that had the requisite skills and perspectives to fix the problem. In many ways, it was that episode that made Google the profit machine it is today.

Yet Page’s action was vastly greater than a single act. He and Sergey Brin spent years creating a culture that favored change over the status quo. When he posted the subpar search results, everybody knew why. He wasn’t looking to attack—no one was fired or disciplined—but inspire.

Communication is bidirectional, requiring both a transmitter and a receiver. Both need to effectively engineered.

We believe.
That success is there for the taking.

We believe.
It comes to those who raise the bar.

We believe.
All you need is faith.

Alfalah Islamic Current Account

Get free Cheque Books, Pay Orders, Demand Drafts and Online Banking including deposits and withdrawals. Open an Alfalah Islamic Current Account with just PKR 1,000 and enjoy Shariah Compliant banking.

Alfalah Islamic Business Way

You can open a business account either for yourself or for your employees as a payroll account. You or your employees can then avail free unlimited issuance of Cheque Books, Pay Orders and Demand Drafts (duplicates and cancellations included), free ATM/Debit Cards, SMS Alerts and Account Statements.

Alfalah Car Ijarah

If you are considering car financing, you can count on us to provide you with a Shariah Compliant Alfalah Car Ijarah plan. Enjoy a flexible tenure from 3-5 years with benefits like no upfront Insurance/Takaful charges and no upfront registration charges. There is no advance rental or rental before delivery of vehicle.





The Myth Of A Private Language

We tend to treat knowledge and communication as two separate spheres. We act as if expertise was a private matter, attained through quiet study of the lexicon in a particular field. Communication, on the other hand, is often relegated to the realm of the social, a tool we use to interact with others of our species.

Yet, as Wittgenstein argued decades ago, that position is logically untenable because it assumes that we are able to communicate to ourselves in a private language. In truth, we can't really know anything that we can't communicate. To assert that we can possess knowledge, but are unable to designate what it is, is nonsensical.

And so it is curious that we give communication such short shrift. Schools don't teach communication. They teach math, (not very well), some science, history and give rote instructions about rigid grammatical rules, but give very little guidance on how to express ideas clearly.

When we enter professional life, we immerse ourselves in the jargon and principles of our chosen field and obediently follow precepts laid out by our respective priesthoods. Yet we rarely put serious effort toward expressing ourselves in a language that can be understood by those outside our tribe. Then we wonder why our efforts and achievements fail to resonate.

It has become fashionable to say that our present epoch is an information age, but that's not quite right. In truth, we live in a communication age and it's time we start taking it seriously.



Developing your career in

By: Staff Writers

2017

**PEOPLE &
CAREERS**

26th Edition 2017



Developing your career in 2017

By: Staff Writers

Tips to boost knowledge and experience for novice IROs

This article was produced in association with ELITE Connect. It was originally published on the ELITE Connect platform

The dawn of a New Year is often heralded as the opportunity for positive change and new challenges. Here, we examine how IR professionals who are newer to the field can kick-start their personal development and enjoy a successful career boost for 2017.

The UK's Investor Relations Society (IR Society) was established in 1980 to establish best practice in the IR profession, with one of its main remits being to support the professional development of its members.

'IR is rapidly receiving the recognition it deserves as more and more companies realize the value of a well-trained IR team,' says John Gollifer, general manager of the IR Society. 'People continue to come into IR from a wide range of backgrounds including financial PR, corporate communications and a whole range of city roles such as senior sell-side or buy-side analyst, fund manager, accountant and corporate financier.'

For those newer to the profession, the IR Society recommends two courses:

CIR

The IR Society's long-standing Certificate in Investor Relations (CIR) has become a benchmark in the industry, widely recognized in the UK and other international markets as an essential prerequisite for those seeking to work in investor relations. To date there are nearly 1,200 successful candidates from more than 25 countries.

IR Fundamentals

This professional development course is a comprehensive introduction to IR and explains the workings of the financial markets, identifying key relationships and developing awareness of crucial IR techniques. Courses are delivered by expert trainers and IR practitioners, delivering first-hand experience and insight.



With training courses complete, how else can a less-experienced IR professional progress and make headway within the sector? The most important move is to get out and ask your customers what they see as outstanding IR, says Craig Marks, senior IR director at AstraZeneca. ‘Speak to your biggest customers, namely sell-side analysts and investors,’ he advises. ‘This is crucial to succeeding in IR – IROs need to get out and ask analysts and investors what they want, what they think is a good approach and what works for them.’

Knowledge, both internal and external, is also a fundamental base for a career in IR, according to Marks: ‘IROs need to know their business backwards and learn everything about what their company offers and how it does so. Become the guru.’

‘Also key to success is establishing what your peers are doing – this is easy to research from places such as IR websites that give details of a company’s financial calendar, including roadshows and conferences, as well as showcase materials such as annual reports, announcements and presentations. Be known for being proactive, honest, clear, reliable, knowledgeable and consistent. It’s these six things that great IR is built on.’

Marks has one final tip to share: the correct use of a good customer relationship management (CRM) system. ‘Using a good CRM, and making sure you’re using it to its full ability, will reap rewards in the long term,’ he says. ‘It means you’ll be able to properly target and track your investor meetings and ensure you have the foundations of the house [in place]. You can add the windows and walls later.’



The value of Stakeholder Engagement

By: Mark Stapylton is
president of Brand
Panorama Research &
Consulting LLC,
Rhinebeck, N.Y.





The value of Stakeholder Engagement

How companies can create, monitor and manage brand experiences and successful stakeholder relationships.

By: Mark Stapylton is president of BrandPanorama Research & Consulting LLC, Rhinebeck, N.Y.

We may look back on 2013 as the year, after a 30-year journey, when phrases such as “profit with purpose,” “conscious capitalism” and “shared value” finally migrated from B-schools, think-tanks and a relative handful of innovative companies and entered the popular lexicon of business and society in general.

In the slow recovery from the global financial crisis – and fuelled by growing awareness that social media and global digital connection have empowered consumers in ways that few business leaders imagined even just a decade ago – companies across the entire business spectrum are now embracing sustainable business models.

Among recent comments, these three are representative:

“I don’t subscribe to the notion that companies exist to create value strictly for their shareholders. I think they are there to create value for their customers, and that gets to the mission of the company. And ultimately, doing that, they create value for society.”

Bill George, retired CEO of medical devices manufacturer Medtronic in a December 2013 interview with McKinsey.

“Profitability is a shallow goal if it doesn’t have a real purpose and the purpose has to be share the profits with others. We are equally proud of what we are doing in the community, what we are doing with our people and how the company has built itself around a purpose that is not just about making money.”

Howard Schultz, Starbucks CEO, in a September 2013 CNBC Mad Money interview.

“Business does not operate in a vacuum – it operates under a license from society. We recognized early that when we transform our business to deliver for our customers, protect our environment and invest in our employees, we achieve sustained value. In fact, these actions fuel our financial returns.”

Indra Nooyi, PepsiCo Chairman and CEO, in a 2012 letter to shareholders.

Formerly lone voices, high-profile standard-bearers such as these now find themselves at the center of the conversation.

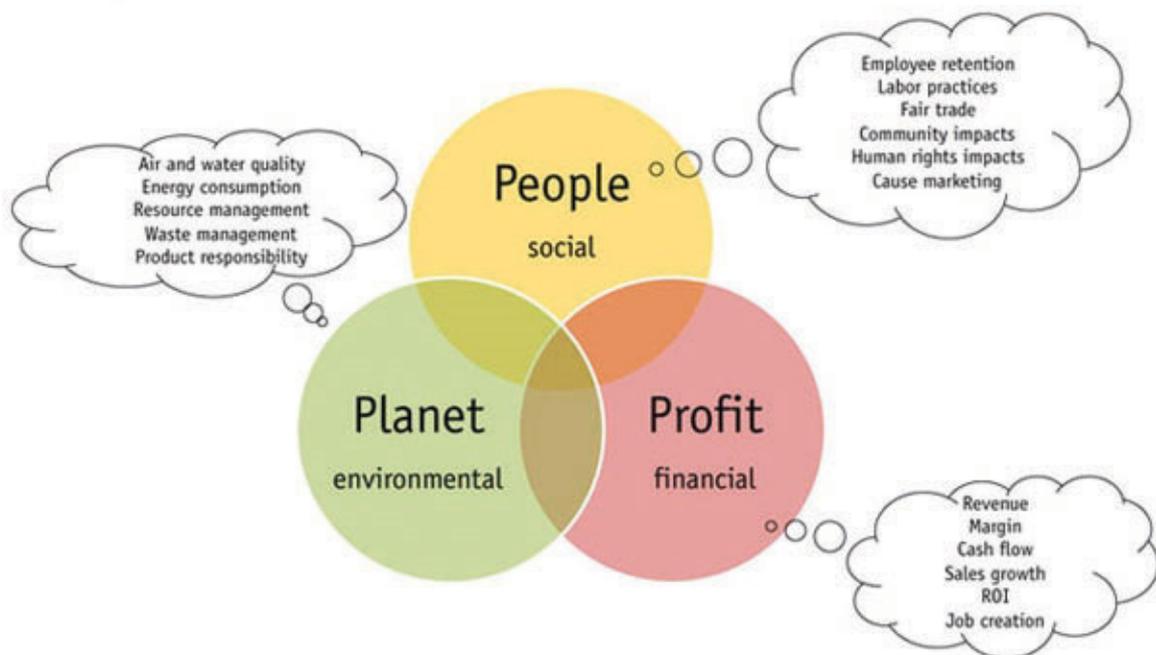


Every available touch point

In recent years, a series of paradigm shifts have occurred in the relationships between brands and consumers, and between companies and their shareholders. Brands are creating meaningful and personally relevant experiences and engaging with consumers through every available touchpoint, not just by building awareness through mass media; consumers are increasingly motivated to participate with brands through co-creation and co-ownership. Companies are adopting sustainable practices that integrate the triple bottom line-thinking of “profit, people and planet” into the core of their business models and purpose; shareholders have found they now compete for primacy with customers and a whole raft of other stakeholders.

Figure 1

Triple Bottom Line of Sustainable Business Models



There are many elements of a company’s sustainable performance that can be quantified or objectively measured. Best-practice reporting protocols are offered by organizations such as ISO and the Global Reporting Initiative. But whether or not the company receives credit for its actions – and therefore achieves the full range of desirable outcomes and returns sought – is hugely dependent on the subjective perceptions and opinions of its stakeholders. In a very real sense the performance of a company is whatever its stakeholders believe it to be.

Thus, sustainability is a reputational issue. As marketers, corporate communications experts and market researchers specializing in branding, loyalty, commitment and satisfaction have long known, a company’s reputation can at best be subtly managed but it cannot ultimately be controlled. Corporate reputations, including reputations for sustainable business commitments, can be influenced by anyone who chooses to have an opinion.

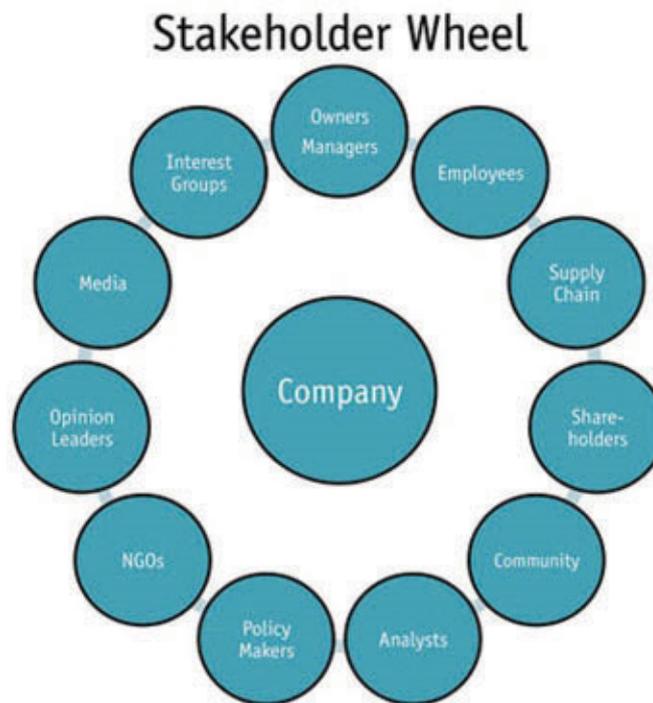
All of which begs the question: If sustainability is a reputational issue, how does a company create and nurture the kinds of relationships with stakeholders that are founded on shared values, mutuality and reciprocity and that promote engagement and advocacy? And how should these relationships be measured and monitored so they can be better managed?



Identify relevant stakeholders

At the simplest level, companies developing and implementing a sustainable business model (for a product or corporate brand) will first identify their key relevant stakeholders; then develop and test messages that resonate in positive, emotional and intentional ways with each stakeholder group. They implement communication programs targeted to those stakeholder groups and engage in dialogue with them; monitor the impacts on stakeholder engagement; and experience a positive feedback loop or virtuous cycle of desirable outcomes that enable them to pursue their purpose more profitably, with more support and less friction.

Figure 2



Stakeholders, literally, include anyone who chooses to have an opinion about the brand or company. Categories of stakeholder include internal groups (employees, owners and managers), shareholders, those who transact with the company (the supply chain of suppliers, vendors and resellers), influencers (analysts, interest groups and the media) and regulators (government, policy makers). Stakeholders today are better-informed about a company's values and actions.

They are increasingly sophisticated, savvy and skeptical about corporate communications. Greater transparency means they hold companies to a higher standard than before. They expect a meaningful two-way dialogue and conversation with companies. They may withhold approval from (or even punish) companies whose values and actions they perceive to be inconsistent with their own.

The goal of communication is to promote engagement. In order for companies to be able to pursue and execute their purpose without friction and get full credit for their sustainable business practices and citizenship commitments, they need the acceptance, permission and advocacy of relevant stakeholders.



Engaging effectively with stakeholders means finding common cause and shared values. Stakeholders want to transact with and have relationships with companies whose values are consistent with and supportive of their own.

It makes sense to adapt a traditional “hierarchy of engagement” framework to specifically address the types of relationships that companies need to have with stakeholders and where sustainable practices and good citizenship are integral to the company’s purpose and values. The hierarchy we have developed models four levels of engagement:

Understanding often begins with simply seeing and hearing other people talk about a company. Familiarity and knowledge build over time with awareness and experience. When a stakeholder understands what the company stands for, there is a foundation for engagement to occur.

Affinity may occur when an understanding of what the company stands for is a fit with the stakeholder’s personal values. When these values are shared, the stakeholder may identify with the company (connection), may become loyal (commitment) and may recognize it strives to deliver on its promises and commitments (belief).

Involvement. Stakeholders who identify with the company may get involved with the company (participation) or “go the extra mile” to transact or interact (conviction). In fact, the positive involvement the company seeks cannot occur without affinity: it implies reciprocity and mutuality.

Advocacy, the Holy Grail of effective stakeholder engagement, is the ultimate expression of a stakeholder-company relationship. It may occur when a stakeholder is sufficiently invested in the company’s purpose that they will actively help and support, endorse and encourage, the company.

Encourage relationships to form

Effective stakeholder engagement begins with developing effective messages that encourage relationships to form. As the old aphorism goes: “A good relationship is when someone accepts your past, supports your present and encourages your future.” Relationships connect the stakeholder to the company, just as they connect consumers to brands. Decoding these relationships is key to creating the basis for engagement.

A relationship is self-evidently a two-way construct. Most communication strategies however focus only on one direction, that is, the company’s promise to the stakeholder. They may ignore the reciprocal element of how the stakeholder experiences or relates to the company. Because experiences are so often overlooked when developing a communication strategy, they can be more valuable than expected as a source of competitive advantage – as well being insightful for messaging and tone of marketing communications.

Relationships, even in business, are inherently more emotional than rational. Stakeholders’ responses to a company may be emotional and unconscious and strongly influenced by the attitudes and behaviors of others.



Engaging with stakeholders so as to execute corporate strategies with a beneficial outcome and the least possible friction means viewing engagement as emotional and comprising the sum of all perceptions, attitudes, beliefs and expectations that stakeholders have about a company in relation to their own agenda.

Figure 3

Stakeholder-Company Relationships: the Co-occurrence of Perception and Experience

Perceptions	Experiences				
	Self-Esteem	Self-Expression	Mentoring	There For Me	Pleasure
Performance/ Satisfaction	Reinforcement				
Emotional Attachment		Identification			
Charisma			Role Model		
Positive Differentiation				Self-Differentiating	
Relaxed & Stylish					Entertaining

- These five “power relationship” styles have emergent or *superadditive* properties, i.e., the combination of the two components is greater than the sum of their parts.

In proprietary research conducted in 2012 the author and colleagues explored how certain promises (perceptions, imagery, equities), when combined with certain experiences, can create relationships that have emergent or superadditive properties (i.e., these combinations of promise and experience have greater than predicted impacts on market value). The research identifies five such “power relationships” based on analysis of 48 mono-brands and corporate brands across nine different B2B and consumer categories among 1,500 survey respondents. Four of the power relationship types are particularly relevant to corporate communication and dialogue about sustainable business models (Figure 3).

Figure 4

Experiential Factors that Drive Relationships

Self-Esteem	Self-Expression	Mentoring	There For Me	Pleasure
Makes me look good to others Makes me feel good about myself	Simplifies my life Helps me to express myself Frees me to be myself	Challenges me to think differently Teaches me Inspires me Shares my values	Appreciates my business Is recommended by people I care about Responds to my needs Has my interests at heart	Brings back good memories Provides a little treat for me Excites me



Reinforcement. Superior company or brand performance and high satisfaction that makes me feel and look better and smarter to others.

Identification. I am strongly attached to the company/brand; it communicates to others who I am.

Role Model. The company/brand's charisma makes it a leader and helps me be one also.

Self-Differentiating. The company/brand's difference includes me and makes me feel different too.

The power relationships each embody a different type of experience.

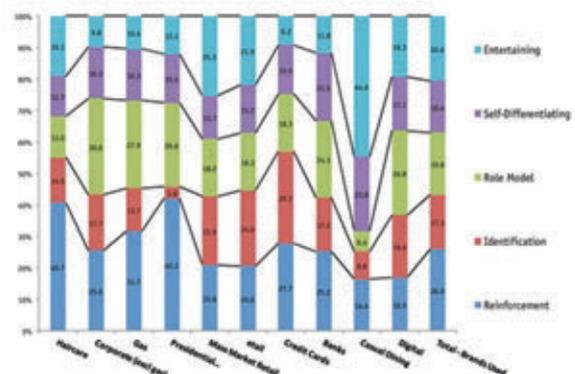
Self-Esteem is the experience of making one look good to others and feeling good about oneself. When coupled with a perception of superior performance it produces a relationship based on Reinforcement. Oil companies and personal care companies index high on Self-Esteem and Reinforcement. (So too did the presidential candidates in the run-up to the 2012 elections.)

Self-Expression is the experience of helping one to express oneself, freeing one to be oneself and simplifying one's life. When associated with strong emotional attachment it forms a relationship characterized by identification. Compared to other categories, credit card companies, mass-market retailers and e-tail companies such as Amazon all index highly on Identification. (It is no accident that credit card companies market "affinity cards").

Mentoring is the experience of being challenged to think differently, taught, inspired and having shared values. When a company or brand is perceived to have charisma (is a leader, progressive, dynamic and excitingly innovative) and the stakeholder experiences being mentored or inspired, a Role Model relationship is formed. Relative to other categories, banks, corporate brands such as 3M and GE and digital companies (Google, YouTube, Facebook) tend to index high on Role Model relationships.

There For Me experiences have to do with empathy and responsiveness: appreciating my business, being recommended by people I care about, responding to my needs and having my interests at heart. When the company is also perceived as distinctive and unique in positive ways, the relationship can be characterized as Self-Differentiating. Casual dining (including brands such as Olive Garden, Outback Steakhouse and Applebee's) index highly here (as well as on Entertaining relationships based on relaxed stylish perceptions and pleasurable experiences).

Figure 5
Power Relationship Styles Vary Dramatically Across (and Within) Categories

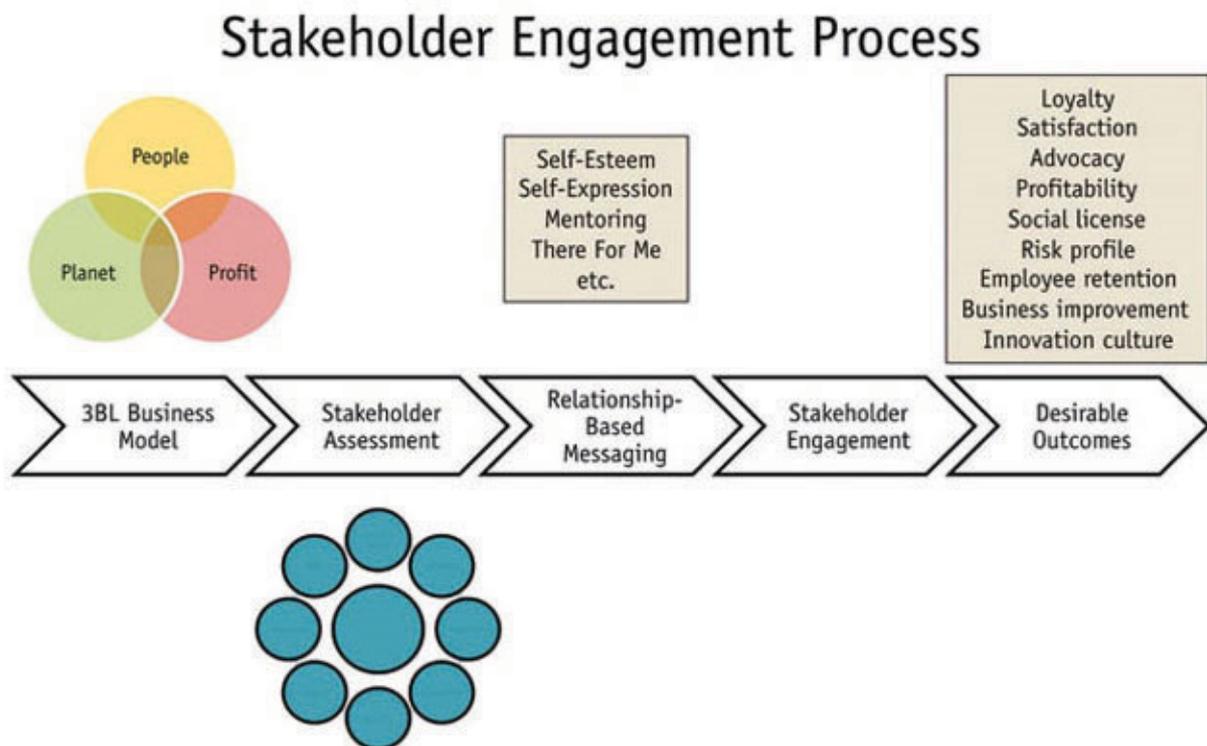


Constantly changing

The relationships between stakeholders and companies (just as between brands and consumers) are constantly changing in today's digitally-connected world. Stakeholders increasingly esteem companies that they believe fundamentally understand them and that interact with them in human ways. And, importantly, they expect to have access. Companies are responding by creating opportunities through a wide range of touchpoints for personally relevant meaningful experiences to occur.

The relationships that form as a result, involving elements of co-creation, co-ownership and shared interest, make possible a range of desirable outcomes including increased loyalty, satisfaction and advocacy, increased profitability, social license (permission and acceptance), risk mitigation and improved talent acquisition and retention (Figure 6).

Figure 6



Researchers have an invaluable role to play in key areas such as: identifying the relative importance of various stakeholder groups; identifying the areas of interest and the emotional triggers for each stakeholder group; determining the types of experience and relationship that will resonate on an emotional level and promote engagement; evaluating the content, tone and style of messaging; measuring the depth of engagement; and monitoring outcomes and performance against key indicators.



Spotlighting Your Social Responsibility

Strategies to keep people from thinking you're only in it for the money

By: Rachel Meranus

Corporate Social Responsibility, or CSR, is a term for describing activities and initiatives that businesses undertake as a means to connect with or give back to the communities in which they do business. CSR can range from charitable programs and community service, to environmental-impact awareness. The goal of CSR is to ensure that companies uphold and promote high ethical standards as they simultaneously pursue profits.

While CSR activities have long been part of the business fabric, companies have wrangled with the best approach for communicating these efforts. To some, making the public aware of charitable work is an excellent way to extend visibility and create goodwill for a company. However, to others CSR and PR should be kept separate to avoid the perception that a business is engaged in such activities for only self-serving purposes. It's essential to understand the latest trends and regulations that companies now must consider as they strategize about their CSR activities.

Why Bring Attention to "Non-profit" Work?

The rise toward greater transparency has impacted all aspects of how companies are expected to communicate to their public. Investors, employees, customers, stakeholders and the media are all seeking more information on the companies with which they're directly involved or have interactions.

This focus on disclosure most often involves business activities and financial performance, but to many—especially those in the local community—the degree to which a company gives back to the greater good can be a deciding factor in how that business is perceived. Given this reality, one could argue that companies that fail to communicate their CSR work could be doing themselves more harm than good.

Whether a company is a global behemoth or a mom-and-pop, the value of communicating one's hidden assets cannot be understated. In many cases, the value of a business is expressed as much by how it treats its employees, the programs it has for environmental sustainability or its charitable associations as it is its revenues or sales projections. Companies that are looking to gain an edge on the competition can actually benefit from making such hidden assets more widely visible.



Spotlighting Your Social Responsibility

Strategies to keep people from thinking you're only in it for the money

By: Rachel Meranus

Corporate Social Responsibility, or CSR, is a term for describing activities and initiatives that businesses undertake as a means to connect with or give back to the communities in which they do business. CSR can range from charitable programs and community service, to environmental-impact awareness. The goal of CSR is to ensure that companies uphold and promote high ethical standards as they simultaneously pursue profits.

While CSR activities have long been part of the business fabric, companies have wrangled with the best approach for communicating these efforts. To some, making the public aware of charitable work is an excellent way to extend visibility and create goodwill for a company. However, to others CSR and PR should be kept separate to avoid the perception that a business is engaged in such activities for only self-serving purposes. It's essential to understand the latest trends and regulations that companies now must consider as they strategize about their CSR activities.

Why Bring Attention to "Non-profit" Work?

The rise toward greater transparency has impacted all aspects of how companies are expected to communicate to their public. Investors, employees, customers, stakeholders and the media are all seeking more information on the companies with which they're directly involved or have interactions.

This focus on disclosure most often involves business activities and financial performance, but to many—especially those in the local community—the degree to which a company gives back to the greater good can be a deciding factor in how that business is perceived. Given this reality, one could argue that companies that fail to communicate their CSR work could be doing themselves more harm than good.

Whether a company is a global behemoth or a mom-and-pop, the value of communicating one's hidden assets cannot be understated. In many cases, the value of a business is expressed as much by how it treats its employees, the programs it has for environmental sustainability or its charitable associations as it is its revenues or sales projections. Companies that are looking to gain an edge on the competition can actually benefit from making such hidden assets more widely visible.

Tools and Tactics to Communicate CSR

The press release remains a very effective way to communicate CSR initiatives and milestones, especially when companies make a fundamental change to the way they do business or address community concerns. Companies that make an effort to address social inequities and obstacles interest the media. A news story detailing such initiatives can create a great deal of social capital in the minds of consumers.

But it's not necessary to rely solely on traditional marketing to communicate CSR causes. Some companies use social networking sites like Twitter and Facebook to communicate their CSR activities in real time as well as to garner feedback from the online community. Tweeting during a community cleanup or posting a status update heralding an upcoming food drive is a simple and effective way to communicate a company's CSR initiatives.

Lastly, many companies are now building CSR-focused pages on their corporate websites where they are able to post press releases, news articles and even create interactive "calls-to-action" that highlight CSR programs and encourage engagement among all interested parties. Given the importance of maintaining a CSR presence online, many companies are turning to outside resources to help keep consumers informed about their CSR practices.

Will CSR Disclosure Become a Government Mandate?

On January 28, 2010, the U.S. Securities and Exchange Commission issued interpretive guidance on existing SEC disclosure requirements. The guidance indicates that companies must disclose to investors the physical impact that climate change has on assets and the consequences of regulations curbing greenhouse gas emissions. This is still not an official policy, but it clearly suggests that the SEC believes that environmental impact—a non-financial metric—may be material information to investors and should be properly disclosed. This is definitely the blossoming of a trend, no doubt.

CSR's Shining Stars

Some companies are very successful at communicating their CSR activities by marketing a socially responsible service or product. Zipcar, for example, uses its website to promote the company's positive impact on the environment as well as its cost-savings to drivers. Zipcar's mission to reduce dependence on personally owned vehicles resonates with socially minded pragmatic consumers looking to cut pollution and lessen the consumption of oil. It's estimated that each Zipcar takes 15-20 personal vehicles off the road.

Ben & Jerry's earned a reputation for incorporating socially responsible and sustainable practices directly into their business model. When Ben & Jerry's pledged only to use RBST-free milk in their products, they paved the way for others to follow suit and pressured the FDA to allow companies to label their products BGH (Bovine Growth Hormone) free. The company's pledge to use hormone-free milk in their products and their strong support of family dairy farms garnered excellent media coverage both locally and nationally and cemented their reputation as a socially responsible business leader.



PAK-QATAR FAMILY TAKAFUL
Together for Better



Emaan Islamic Takaful & Saving Plans

- Regular Plan
- Easy Plan
- Upfront Plan

☎ 0800-EMAAN (36226) 🖱 <http://emaan.silkbank.com.pk> 📘 /Emaan.Islamic

GROW WITH EMAAN

SILKBANK ➤



May 4th 2017
Marquee Hall, Marriott Hotel Karachi

Transforming Strategies to Revitalize Growth:
Forging the Next Phase of Progress for
Islamic Finance in the Region

Pakistan's 6th Islamic Finance
Expo & Conference

Emaan Islamic Banking, Islamic Banking Division of Silkbank

The management of Silkbank was always keen to start Islamic Banking since inception. Finally embarking on the venture in 2012 when the economic conditions were favourable. Silkbank introduced Emaan Islamic Banking through conversion of seven of its conventional banking branches into dedicated Islamic Banking branches. In early 2013, three new branches were added to the Islamic Banking network.

The Emaan Islamic Banking's branch network currently stands at a total of 10 branches with footprint in 8 cities including Karachi, Lahore, Islamabad, Faisalabad, Rawalpindi, Abbottabad, Mardan and Quetta. The availability of 78 online conventional banking branches across Pakistan substantially enhance the reach of Emaan Islamic Banking services as the customers can leverage the inter-connected and interoperable infrastructure to perform over-the-counter transactions. The Islamic Banking Division has been receiving an overwhelming response from the market.

Emaan Islamic Banking offers a complete suite of deposit products including Current Account, Saving Accounts and Term Deposits as well as a wide range of asset products including comprehensive Corporate Banking solutions with Diminishing Musharaka, Musawamah, Murabaha, Musharaka and Trade Finance facilities. The Islamic Banking division has an alliance with Pak Qatar Family Takaful to provide a full range of Takaful & Saving Plans. The Bank is at par with any international bank on the technology front offering alternate delivery channels and e-banking solutions such as ATMs, Internet Banking, SMS Alerts, E Statements and Mobile Banking.

The strength and capability of the Emaan Islamic Shari'ah Board remains an integral part of its functioning. With the successful implementation of the SBP Shari'a Governance Framework and induction of a renowned Shari'a scholar, the Islamic Banking Division endeavours to develop Islamic Banking products in Pakistan and serve as a catalyst in Islamic Banking growth in the region.



May 4th 2017
Marquee Hall, Marriott Hotel Karachi

Transforming Strategies to Revitalize Growth:
Forging the Next Phase of Progress for
Islamic Finance in the Region

Pakistan's 6th **Islamic Finance**
Expo & Conference

Future Plans

Emaan Islamic Banking is currently in the process of opening 20 new branches and 25 booths in 2017 and has a plan to add another 70 branches in the next 2 years. This would increase the network strength to 100 branches by the end of 2019. This increase in branch footprint will enhance Islamic Banking business solicitation, thus enabling it to grow its balance sheet size rapidly. Further to capitalize and support the booming economic activity in the country the bank is fully equipped to participate in infrastructure development and other projects through Sukuk issuance and other Islamic Corporate banking solutions. The Bank also intends to venture into Islamic Consumer Financing including Auto Financing and Home Financing business in the near future.

Service quality remains Emaan Islamic Banking's top priority and we take pride in having service quality embedded into every process. It will be our endeavour to continue providing high quality service, enabling us to be rated amongst the top service providers in the Banking Industry. This has been repeatedly established by independent surveys conducted to measure service quality levels and standards within the industry.





Starbucks is another example of a company that leads the way in showcasing their CSR efforts. The website includes a full "responsibility" page that features updated CSR practices and initiatives in community, environment, ethical sourcing, wellness and diversity. The responsibility page includes embedded video content for each area of CSR concentration, among them an extended clip about how the company spearheaded a grassroots effort to aid the city of New Orleans post-Katrina. There's even a featured post each month written by a Starbucks employee detailing their personal social responsibility goals.

CSR Activities Worth Pursuing and Promoting

Most people associate charitable work, like fundraisers, volunteer programs and sponsorships, with CSR. All of these activities are suitable for promotion, not only for added visibility, but also for increasing participation in the events themselves. But charitable work is just one element of CSR. Environmental sustainability, public education and employee safety all fall under the umbrella of CSR and should be incorporated into a company's overall communication effort.

Tips to Gain More Visibility for CSR Efforts

- **Build exposure into your website:** A company's website can be an effective tool to communicate its CSR efforts. In order to demonstrate an authentic commitment, it's important to embed pieces of CSR stories within each page as well as to have a dedicated page within the site that details CSR efforts.
- **Use social media:** Social media is a tremendous tool for issues advocacy. Through its use companies can better understand the concerns of their communities and direct their CSR efforts to address those concerns. Companies that are in touch with their communities and actively assist or lead efforts to better them (globally or locally), can use social media to organize and enlist others in their cause. This grassroots action can build supporters who take it upon themselves to help communicate the company's efforts.
- **Tap employees:** Often employees are just as powerful as consumers in getting the word out about a company's business practices. Encourage your employees to engage in the company's CSR efforts. They'll feel good doing it and will likely tell others about it.

Organized By:



Strategic Partner:



6th ISLAMIC FINANCE
EXPO & CONFERENCE

May 4th 2017 Marriott Hotel Karachi.



ORGANIZE BY:



CO-HOST:

EBU
ETHICAL
BUSINESS UPDATE



Sindh lags far behind in development, Governor Sindh Future of Islamic banking remains bright: Rangers are going to stay

Sixth Islamic Finance Expo & Conference held



Karachi, May 04: Governor Sindh, Muhammad Zubair has observed that Islamic Finance was fast growing globally as the future of Islamic banking remains bright not only in Muslim countries but also in Non-Muslim countries.

Addressing the participants at the inauguration of sixth Islamic Finance Expo and Conference organized by The Professionals Network (TPN) here

on Thursday stressed for looking for more logical reasons to convince people towards Shariah compliant banking as more than 95 percent of people strongly believe that the conventional banking was against the Shariah rules. The current 14 percent share of Islamic banking in the overall banking industry is not sufficient that needs to be enhanced, he noted.

He stressed that for the development of Islamic banking in Sindh all stakeholders will have to work together. "Sindh lags far behind in terms of development. You go out and see yourself the cosmopolitan city of Karachi which was once center of the whole region has almost ruined even citizens from other part of country were not willing to come to the city", Governor Sindh added.

Past glories of Karachi were also lost mainly due to the law and order situation of the city where target killings, extortions, strikes, gang wars, china cutting were norms of the day but now that things are declining, Muhammad Zubair.

Governor Sindh categorically declared that "the Rangers are not going anywhere" because government wants to ensure that "bad old days" are not returned. Rangers will stay as long as they are required, he added.

Talking about the condition of basic infrastructure of the city particularly state of the current transport system, he termed the transport situation "shameful for us". He sought help of business community of the city to contribute for the capital intensive "Karachi Development Fund" that is going to fund the infrastructure of the city. Prime Minister has constituted a committee comprising all stakeholders including business community which would advise PM on the development projects, he added.



On this occasion Irfan Siddiqui, CEO of Meezan Bank, sought government's attention towards development of Islamic banking at par with the conventional banking by introducing Shariah based financial instruments.

Siddiqui also pinpointed problems of Islamic banking industry in Sindh province where according to him "lending by Islamic banks was most difficult task in Sindh" due to safety and return reasons. Bankers are reluctant to extend loans to in the province. "Punjab has made significant progress in financial sector and sindh needs to follow Punjab's footprints", he added.

"When we go to Lahore and comeback we feel that we are living in different world", he observed.

He informed that Islamic banking was fast growing as ADRs of Islamic banks have gone up by 57 percent of the total banking industry and total share of Islamic banks' has increased to 13 percent. "More than 94 percent people are convinced that the Riba (interest) is haram which gives more room to the Islamic financing. People are preferring Islamic banks for house financing", he said.

Mehmood Tareen, CEO of TPN, said that the purpose of organizing Islamic Finance Expo was to promote Islamic banking and products in the country by introducing Shariah based products at vibrant forum. "It is a platform where people gather to exchange their ideas about the Islamic financial industry in a rightful manner", he noted.

Ateeq ur Rehman, Former Chairman, Banking and Insurance Sub-Committee KCCI, said that 82 percent of SMEs are neglected and do not get financing from conventional banking sector. Islamic financing has been offered to them and they feel more comfortable to get finances, he added.

GM Abbasi, Director Islamic Banking, State Bank of Pakistan highlighted the role of central bank playing in the promotion and facilitation of Islamic banking in the country.

Large number of practitioners, religious scholars, Shariah advisors and experts participated in the conference and shared their views in panel discussions held as part of the event.

President of Karachi Chamber of Commerce and Industry KCCI, Shamim Ahmed Firpo, was the chief guest at the concluding session.